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6 September 1962

MEMORANDUM FOR THE RECORD

SUBJECT: Discussion of national estimates and the estimating process with Mr. William P. Bundy, Department of Defense

1. For about 40 minutes during the morning of 6 September 1962 we discussed national estimates and the estimating process with Mr. William P. Bundy, Deputy Assistant Secretary of Defense for International Security Affairs. Mr. Bundy had a high opinion of current estimates and ONE personnel. He commented that ISA is now a bigger customer of estimates than ever before and that many estimates have a definite impact and influence on policy decisions. All Soviet estimates are read with great interest by the highest levels of the Department of Defense, and the most important ingredients of these estimates are highlighted for the Secretary of Defense. Mr. Bundy referred to contingency papers as being "top-use items" by his office.

2. Aside from ensuring closer contact between estimators and policy planners, Mr. Bundy had no suggestions for improvement of the estimating process. He considers the estimates to be well written and well organized, and, if there is any fault with the system, it lies with the framing of the questions.

3. Mr. Bundy remarked that the Survey of NIE Dissemination and Use completed in 1956 was a useful exercise and would be worth repeating to stimulate a wider use of estimates.

4. Mr. Bundy would welcome the detail of estimators to his office for a tour of duty as well as the opportunity to detail some of his people to ONE.

5. In our discussion on the Board of National Estimates, Mr. Bundy commented that each military service at one time or another had an outstanding representative on the Board. It is difficult to judge beforehand whether a particular military officer would succeed as a Board member. The solution might be to appoint a military man for a specific period of time, subject to extension. If his performance were noteworthy, he could then

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be granted indefinite tenure. He was much in favor of the Board having a DD/P representative, a Foreign Service Officer, and a scientist. He considered the appointment of [REDACTED] to be excellent.

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6. Mr. Bundy felt that it was a waste of talent for excellent drafters and writers not to continue writing estimates when elevated to membership on the Board. He said that he often wrote estimates while serving on the Board, and he recalled that some of his Board colleagues also did so.

7. As regards careers for ONE staff personnel, he believed that these people should be rotated through other DD/I components and, on occasion, serve in the DD/P. Exceptions should be made for those talented estimators who prefer to spend their entire Agency career in estimating.

cc: Executive Director
DD/I
AD/NE